

DITECFER

DISTRICT FOR RAIL TECHNOLOGIES
HIGH SPEED SAFETY & SECURITY

*THE POTENTIAL OF NEW
BUSINESS MODELS IN TRANSPORT
AND THE IMPACT ON
INTERMODAL COMPETITION*

THE DITECFER POINT OF VIEW

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Cluster Tecnologico Nazionale Trasporti Italia 2020

Strategic Research Agenda 2014-2020



European Strategic Cluster Partnerships – Going International (ESCP-4i) Charter

We, the undersigned, have agreed to establish a **European Strategic Cluster Partnership – Going International (ESCP-4i)** called, **PERES – Promoting European Rail Excellence outside EU** upon the invitation of the European Commission's Directorate-General for Internal Market, Industry, Entrepreneurship and SMEs (DG GROWTH).

We, hereby, commit to work on a joint cooperation agenda with the aim to support the internationalisation of our SME members towards third countries beyond Europe and thereby, to contribute to the European Commission's objectives to boost growth, jobs and investment in Europe.



THE BIG PICTURE: STATE-OF-THE-ART

Coexistence of **multiple single-modal networks** with some contact points



Lack/poor integration of the **transport services**, undermining the performance of the intermodal transport (*non-coordination of schedules, absence of short distance service, non-tariff integration, no joint marketing initiatives, incomplete information, ...*)



Inadequate characteristic of the **intermodal transfer point**, making difficult the transfer process between the modes of transport (*lack of/unclear information to passengers, inadequate architectonical and functional design of the terminal, inadequate governance structure of the transfer point, bureaucracy and inefficiency at the transfer point, ...*)



THE BIG PICTURE: THE MAIN CHALLENGES OF INTERMODAL TRANSPORT BUSINESS NOWADAYS

Business challenges

- Self sustainability
- Value proposition / Benefits generated to every stakeholder



Societal challenges

- Remove Intermodal barriers
- Remove physical barriers (*ageing, reduced mobility...*)
- Intermodal-based services (*door-to-door, single travel title...*)
- Green transport

Institutional challenges

- Different support policies between countries
- Different support policies between transport modes



BUILDING SOCIETAL & BUSINESS VALUES

The “hardest” challenge is ... there are **real different and higher End-Users’ expectations**

...but these are the basis for defining **new business models**, given that...

Value Proposition

End-Users:

Key Resources

- Passengers

- Users of infrastructures

Key Activities

+ Key Partnerships

- Public

- Administrations

Cost Structure

- Enterprises

• ...

A **BUSINESS MODEL** IS THE **DESCRIPTION** OF THE **VALUE** THAT A **COMPANY OFFERS** TO ONE OR SEVERAL SEGMENTS OF CUSTOMERS AND OF THE **ARCHITECTURE** OF THE FIRM AND ITS **NETWORK** OF PARTNERS **FOR CREATING, MARKETING, AND DELIVERING THIS VALUE** AND RELATIONSHIP CAPITAL, TO GENERATE **PROFITABLE AND SUSTAINABLE REVENUE STREAMS**.

(OSTERWALDER, PIGNEUR, TUCCI, 2005)

BUILDING SOCIETAL & BUSINESS VALUES

Intermodality
+
New Technologies
=
“Business drivers”

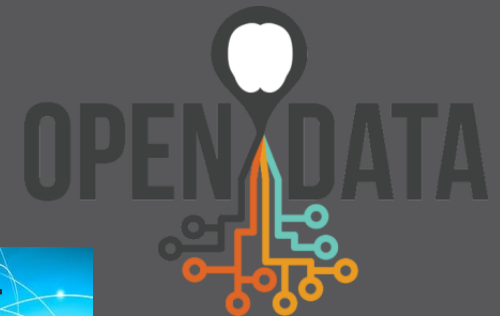
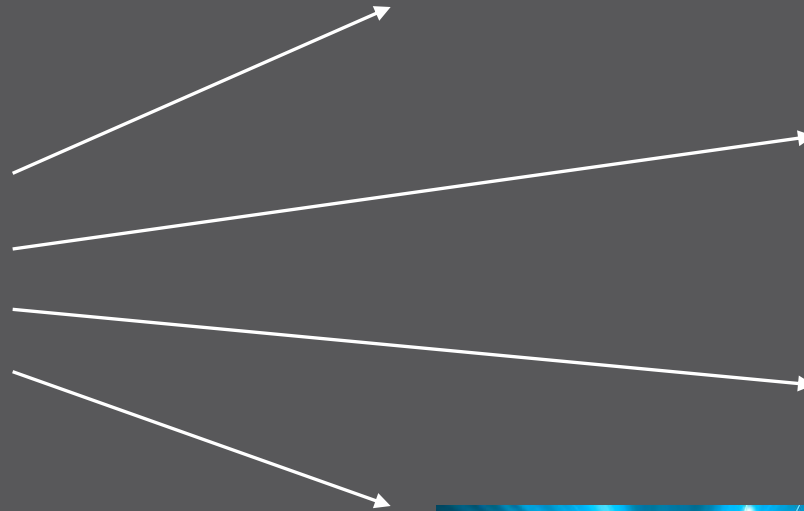
They can offer the necessary **added-value services**:

- answering the Societal Challenges
- enabling new Business Opportunities
(not just “more” business rather “new” one!)

BUILDING SOCIETAL & BUSINESS VALUES



Key-enablers
of this
“revolution”



WHAT PROFITABLE “ADDED-VALUE SERVICES”?

Integrated e-Ticketing / Ticketing as a service

- *seamless intermodal trips*
- *title accounting instead of physical tickets*
- *new market demand*
- *identity management*
- *support to national security policies*

WHAT PROFITABLE “ADDED-VALUE SERVICES”?

Customized & Real-time passenger information

- *the infrastructure “follows me”*: knows who I am and can assist me
- *new market demand and “loyalty”*
- *support to national security policies*

WHAT PROFITABLE “ADDED-VALUE SERVICES”?

Business analytics from Big Data

- *for business info*
- *for passengers info*
- *for infrastructure improvement*

...in short, to count, to assist, to protect.

WHAT PROFITABLE “ADDED-VALUE SERVICES”?

New services

value creation for:

- *Operator*
- *End-User*
- *Community*

OPERATORS AND INTERMODALITY: 'WIN-WIN' VS. COMPETITION

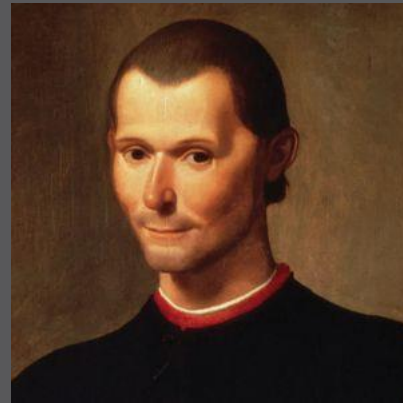
Therefore, what about promoting a “**TEN-S**” policy aimed to develop New Services commercially successful along the intermodal European Network Corridors?

to create added-value opportunities for all

A pilot initiative at intermodal and trans-European level to drive a **new era of transport e-services** with high efficiency levels (for End-Users) and business value (for Providers)?

*"Whosoever desires constant success
must change his conduct with the times."*

Niccolò Machiavelli



(Florence, 1469-1527)